



18 November 2020

The Manager  
Companies Announcement Office  
Australian Securities Exchange

Dear Sir/Madam,

**United Malt Group Limited 2020 Full Year Financial Results – Investor Presentation**

Please find attached the Investor Presentation relating to the financial year ended 30 September 2020 (**FY20**).

United Malt is holding a webcast today at 10.00am AEDT to discuss the FY20 results. The call will be webcast live at <https://webcast.openbriefing.com/6587/>. Presentation materials and a copy of the webcast recording will be made available via our website: [www.unitedmalt.com/webcasts/](http://www.unitedmalt.com/webcasts/)

This announcement is authorised for market release by the United Malt Board.

Yours sincerely,  
United Malt Group Limited

A handwritten signature in black ink, appearing to read 'Lisa Jones', is positioned above the printed name and title.

**Lisa Jones**  
**Company Secretary**

# Full Year 2020 Results Presentation

18 November 2020

ersonal use only





# Important notice and disclaimer



## Summary information

This Presentation contains summary information about United Malt and its activities which is current only as at the date of this Presentation (unless specified otherwise). The material in this Presentation is general background information and does not purport to be complete. It does not purport to summarise all information that an investor should consider when making an investment decision. It should be read in conjunction with United Malt's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange (**ASX**), which are available at [www.asx.com.au](http://www.asx.com.au).

No representation or warranty, expressed or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this Presentation. To the maximum extent permitted by law, United Malt, its subsidiaries and their respective directors, officers, employees, agents and advisers disclaim all liability and responsibility for any direct or indirect loss, costs or damage which may be suffered by any recipient through use of or reliance on anything contained in, implied by or omitted from this Presentation. Reliance should not be placed on information or opinions contained in this Presentation and, subject only to any legal obligation to do so, United Malt does not have any obligation to correct or update the content of this Presentation.

## Financial information

Certain financial measures included in this Presentation, including Underlying EBITDA, Underlying EBIT, Underlying NPAT are 'non-IFRS financial information' under ASIC Regulatory Guide 230: 'Disclosing non-IFRS financial information' published by ASIC and also 'non-GAAP financial measures' within the meaning of Regulation G under the U.S. Securities Act and are not recognised under AAS and International Financial Reporting Standards (IFRS). Such non-IFRS financial information/non-GAAP financial measures do not have a standardised meaning prescribed by AAS or IFRS. Therefore, the non-IFRS financial information may not be comparable to similarly titled measures presented by other entities, and should not be construed as an alternative to other financial measures determined in accordance with AAS or IFRS. Although United Malt believes these non-IFRS financial measures provide useful information to investors in measuring the financial performance and condition of its business, investors are cautioned not to place undue reliance on any non-IFRS financial information/non-GAAP financial measures included in this Presentation.

Certain figures, amounts, percentages, estimates, calculations of value and fractions provided in this Presentation are subject to the effect of rounding. Accordingly, the actual calculation of these figures may differ from the figures set out in this Presentation. All financial information in this Presentation is in Australian dollars (\$) or A\$) unless otherwise stated.

## Forward looking information

This Presentation and any related materials and cross-referenced information contain forward looking statements, which may be identified by the use of terminology including 'may', 'will', 'would', 'could', 'should', 'expects', 'believes', 'targets', 'likely', 'plans', 'intends', 'aims', 'estimates', 'continue', 'objectives', 'outlook' or similar expressions. Indicators of and guidance on future earnings and financial position are also forward looking statements. These forward looking statements are not guarantees or predictions of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of United Malt (especially during the global COVID-19 pandemic), and which may cause actual results to differ materially from those expressed or implied in such statements. Readers are cautioned not to place undue reliance on forward looking statements.

## Past performance

The past performance and position of United Malt reflected in this Presentation is given for illustrative purposes only. Past performance of United Malt cannot be relied upon as an indicator of (and provides no guidance as to) the future performance or condition of United Malt, including future share price performance.

## No offer of securities

Nothing in this Presentation should be construed as either an offer or a solicitation of an offer to buy or sell United Malt securities. Information in this Presentation is not intended to be relied upon as advice to investors or potential investors and does not take into account the financial situation, investment objectives or needs of any particular investor. Before making any investment or other decision, investors should consider these factors, and consult with their own legal, tax, business and/or financial advisors.

# Executive summary

## REMAINS WELL PLACED TO NAVIGATE THROUGH CONTINUED COVID IMPACTS

Safety during COVID	<ul style="list-style-type: none"><li>• The health and safety of our people, customers and suppliers has remained our priority</li><li>• All our production and warehouse staff continue to work in split shifts with enhanced hygiene measures including consistent cleaning between shifts and social distancing protocols to meet the needs of our staff</li><li>• Majority of our office based staff continue working from home</li><li>• Our workplace continues to adjust to the changing conditions</li></ul>
Resilient business model	<ul style="list-style-type: none"><li>• Our market position, strategically located production facilities and leading distribution platform, allowed us to continue delivering to our customers amidst challenging conditions, such as lock-down and on-premise channel closure which created varying degrees of difficulty for our customers</li><li>• Our business model is supported by a high quality customer base diversified by product, end-market and geography</li><li>• Adapted how we operate our facilities to reduce costs and more closely align with demand, including staff redeployment and some curtailment of capacity</li><li>• 2H20 \$5.9 million direct cost out realised. No government wage assistance received in Australia and the US. \$4.4 million in government wage support schemes accessed in Canada, UK and New Zealand for retained staff who would have otherwise been furloughed</li></ul>
Balance sheet and cash flows	<ul style="list-style-type: none"><li>• Pre-emptive capital raise in May-20 to strengthen the balance sheet to withstand an extended period of market disruption, and maintain operational and financial flexibility to progress strategic objectives - raised \$170.6m via an Institutional Placement (\$140m) and Share Purchase Plan (\$30.6m)</li><li>• Remained operating cash flow positive throughout FY20</li></ul>
Strategy focused	<ul style="list-style-type: none"><li>• Our strategy is focused on keeping the customer at the centre of everything we do, whilst targeting those high value markets where the long-term outlook for growth remains supportive</li><li>• Expansion of distribution presence in Mexico – in principle agreement with existing distributor in Mexico for expanded presence</li><li>• Scottish distilling expansion - expected completion by end of CY2021</li><li>• Replacement of Perth kiln providing safety and efficiency benefits. Opportunity to expand capacity in Perth, with further capital investment</li></ul>

# Results highlights

## RESPONDED SWIFTY TO MITIGATE THE IMPACTS OF COVID ON CASH FLOW AND PROFITABILITY

Earnings	<ul style="list-style-type: none"><li>Underlying EBITDA down to \$156.1<sup>1</sup> million (post AASB 16) negatively impacted by COVID during the 2H with lower volumes and change in product mix</li><li>Increase in corporate costs reflecting cost associated with being a separately listed entity and higher insurance costs</li></ul>
Dividends & capital management	<ul style="list-style-type: none"><li>Final dividend of 3.9 cents declared</li><li>Representing a payout of 40% of NPAT and below our target payout ratio of ~60% reflecting the ongoing uncertainty of COVID</li><li>Pre-emptive capital raise in May-20 to strengthen the balance sheet to withstand an extended period of market disruption and maintain operational and financial flexibility to progress strategic objectives - raised \$170.6m via an institutional placement (\$140m) and SPP (\$30.6m)</li></ul>
Balance sheet	<ul style="list-style-type: none"><li>COVID has not negatively impacted our doubtful debts</li><li>Lower working capital reflecting typical seasonal unwinding vs 1H, and lower barley price</li><li>Net debt / Underlying EBITDA 1.7x<sup>2</sup> at 30 September 2020 (vs 3.3x at 1H20), gearing ratio below target range due to seasonally lower working capital levels at the full year. Anticipate being within target range of 2.0x to 2.5x by 1H21</li></ul>
Cash flows	<ul style="list-style-type: none"><li>Remain operating cash flow positive</li><li>Lower interest due to debt restructure including debt forgiveness and partially paid down inventory funding commitments as part of the capital raise use of funds</li></ul>

1. Underlying EBITDA is earnings before interest, tax, depreciation and amortisation, and excluding material non-recurring items related to the demerger

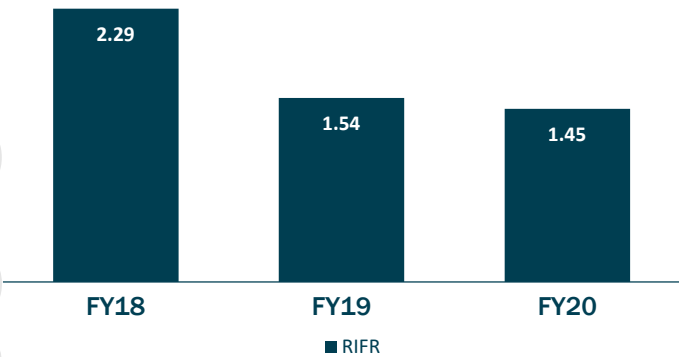
2. Based on Underlying EBITDA and net debt inclusive of capital lease commitment.

# Zero harm safe for life

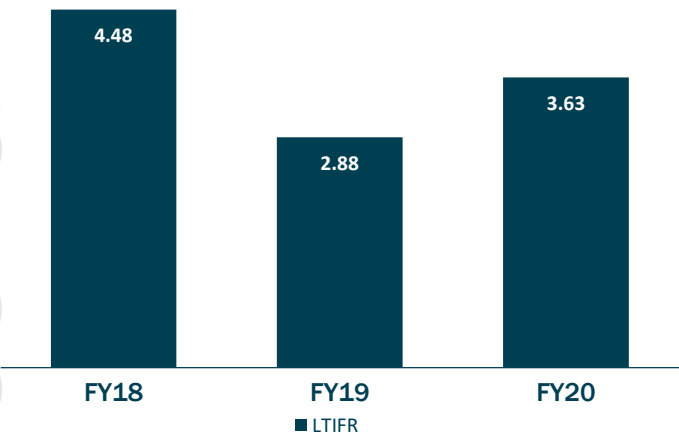


FOCUS REMAINS ON LEADER ENGAGEMENTS TO REINFORCE OUR BEHAVIORIAL SAFETY LEADERSHIP

Recordable Injury Frequency Rate<sup>1</sup>



Lost Time Injury Frequency Rate<sup>2</sup>



- Improvement in key safety metrics, RIFR improved 6%
- Leader engagements were prioritised with over 10,000 engagements completed during the year

1. Recordable Injury Frequency Rate (RIFR) is calculated as the number of injuries per 200,000 hours worked, on a rolling 12-month basis. Includes lost time injuries, medical injuries and restricted work injuries. Includes permanent and casual employees and United Malt controlled contractors.

2. Lost Time Injury Frequency Rate (LTIFR) is calculated as the number of lost time injuries per 1,000,000 hours worked, on a rolling 12-month basis. Includes permanent and casual employees and United Malt controlled contractors.

# Commitment to operate a sustainable business



WE RECOGNISE THAT CONDUCTING OUR BUSINESS IN A SUSTAINABLE AND RESPONSIBLE WAY IS IMPORTANT FOR US TO EARN AND MAINTAIN THE ONGOING RESPECT OF OUR STAKEHOLDERS

- Inaugural sustainability report released
- Focused on developing our sustainability strategy, and are working with internal and external stakeholders to develop a materiality matrix to identify and assess the key risks and opportunities
- Remain committed to promoting a diverse and inclusive workplace through developing a culture supported by policies and practices designed to improve equality and diversity
- We are committed to playing our part in reducing the environmental impact of our operations, and managing our sources of energy and reducing emissions
- ESG remains a strong focus amid the COVID crisis. The health and safety of our workforce remains paramount. We are taking steps to retain our workforce, maintaining supplier and customer relationships as much as possible, maintaining timely payments to suppliers, working with customers facing financial challenges, working to ensure a stable supply chain is in place, and remaining financially prudent

PROLONGED AND GRADUAL RECOVERY AS WE CONTINUE TO ADJUST TO THE CHANGING CONDITIONS

Global Maltster servicing the beverage and food markets

- Beer remains an 'affordable luxury'
  - Off-premise consumption has increased and craft brewers who were more dependent on the on-premise trade have remained resilient through packaging and distribution innovation
- Distillers continue to focus on a longer term horizon, laying down spirits for 10+ years
- Significant volatility experienced in March to June with first wave of Government imposed COVID restrictions
  - adversely impacted on-premise alcohol consumption, particularly for craft beer
  - off-premise demand increase through grocery and liquor stores, with consumption continuing in the home
- Improvements in on-premise consumption have been seen in markets where restrictions have been relaxed, with fluctuation of demand continuing with the easing and tightening of restrictions
  - Customers' ordering patterns altered, with order size reduced whilst ordering frequency has increased
  - Customers with packaging and distribution capability remained resilient, focusing on core offering (albeit some supply chain constraints including aluminium can shortages). Shifting to fewer malt varieties and greater demand for base malts. Concentration on key malts and greater demand for base malts.



# COVID response

FOCUSED ON BUSINESS RESILIENCE AND ADJUSTING OUR WAYS OF OPERATING TO MEET FLUCTUATIONS IN DEMAND AND CONTROL COSTS

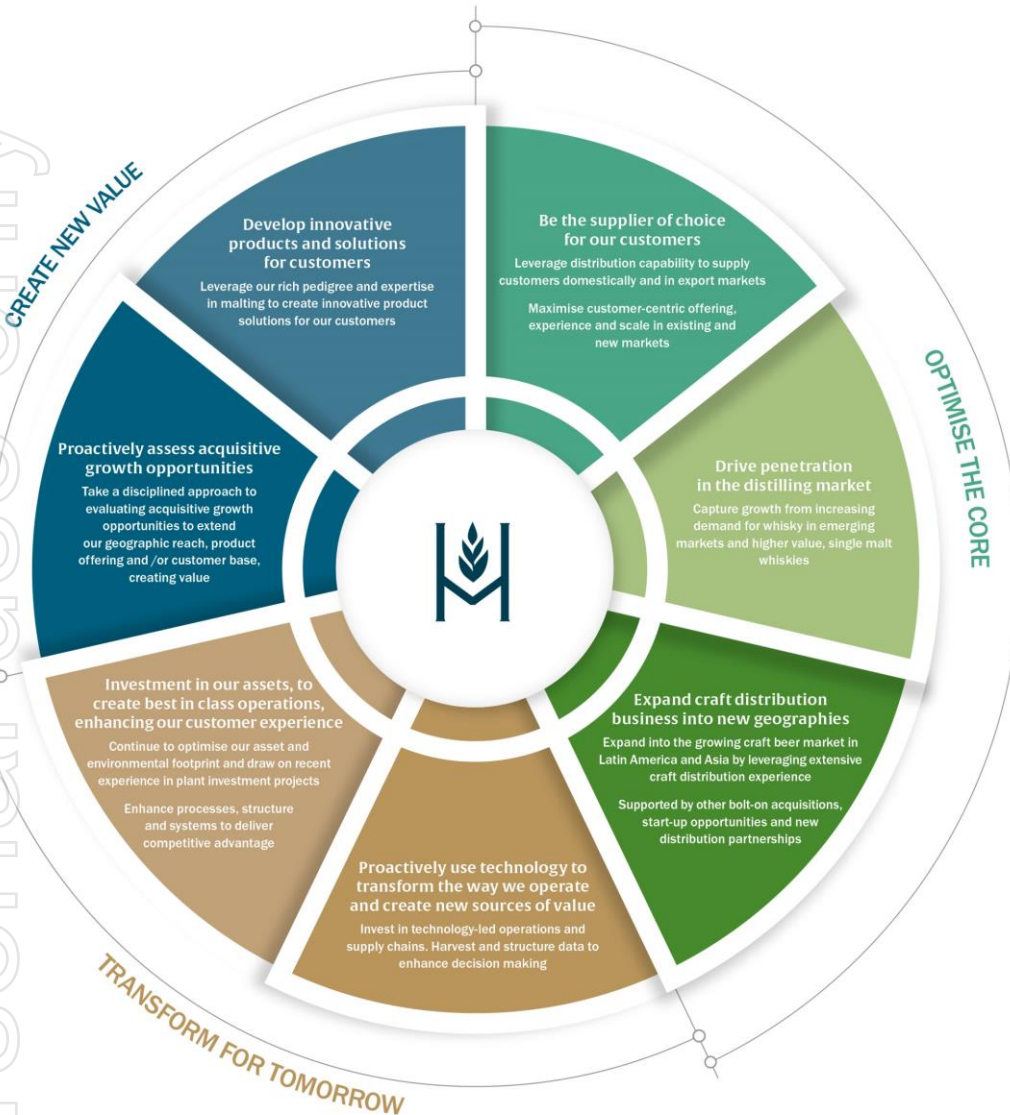
- Our focus on health and safety of our people, customers and suppliers has remained our priority
- All our production and warehouse staff continue to work in split shifts with enhanced hygiene measures including consistent cleaning between shifts and social distancing protocols to meet the needs of our staff
- Majority of our office based staff continue working from home
- Working closely with our suppliers and customers to ensure no interruption to our supply chain
- Changing how we operate our production and warehouse facilities to align costs with demand, including staff redeployment, some curtailment of capacity, and managing more frequent ordering patterns
- Our workplace continues to adjust to the changing conditions

# COVID plan ahead

OUR PRIORITY REMAINS ON HEALTH AND SAFETY OF OUR PEOPLE, CUSTOMERS AND SUPPLIERS. WE PLAN ON EMERGING A STRONGER AND MORE RESILIENT BUSINESS

	Our People	Our Customers	Our Operations
COVID Trends	<ul style="list-style-type: none"><li>• Increase in remote working</li><li>• Employees focused on physical and mental well being</li><li>• Cross over of health and safety priorities from home life to work life</li></ul>	<ul style="list-style-type: none"><li>• Shift in consumption trends to off-premise</li><li>• Craft brewers pivoting to packaged products where possible</li><li>• Distilling customers continuing to focus on the long term of laying down spirits</li></ul>	<ul style="list-style-type: none"><li>• Ability to rapidly respond to changing customer and market dynamics</li><li>• Respond to government / regulatory changes to movement of people impacting staffing coverage</li></ul>
Our Priorities and Response	<ul style="list-style-type: none"><li>• Development of return to work models</li><li>• Maintaining social distancing and hygiene standards</li><li>• Providing mental health support and programs to encourage health and wellness</li></ul>	<ul style="list-style-type: none"><li>• Continue to adjust production capacity to align with demand</li><li>• Shifting production mix to align with change in brewers' requirements</li><li>• Working with our customers to align production schedules to respond to shorter lead time</li></ul>	<ul style="list-style-type: none"><li>• Re-aligning cost base for prolonged COVID impact</li><li>• Network optimisation of production and warehouse facilities to adjust to demand and change in product mix requirement</li></ul>

# Focus remains on executing strategy



- Our strategy is focused on keeping the customer at the centre of everything we do
- Focus on executing strategy, whilst remaining agile in times of uncertainty
- Prioritising high value markets where the long-term outlook for growth remains supportive



# **FY20 performance review**

**Amy Spanik**

**Chief Financial Officer**

# FY20 results summary

## FOLLOWING STRONG 1H, COVID IMPACTED 2H RESULT

- Revenue down 2.1% to \$1.3 billion
- Impacted by COVID during the 2H causing lower volumes and change in product mix
- Increase in corporate costs reflecting costs associated with being a separately listed entity and higher D&O insurance costs
- 2H20 cost savings
  - \$5.9 million direct cost out realised
  - No government wage assistance received in Australia and in the US
  - \$4.4 million in government wage support schemes accessed in Canada, UK and New Zealand for retained staff who would have otherwise been furloughed
- Lower interest due to debt restructure including debt forgiveness (FY19 internal interest expense of \$26.8m whilst part of GrainCorp)

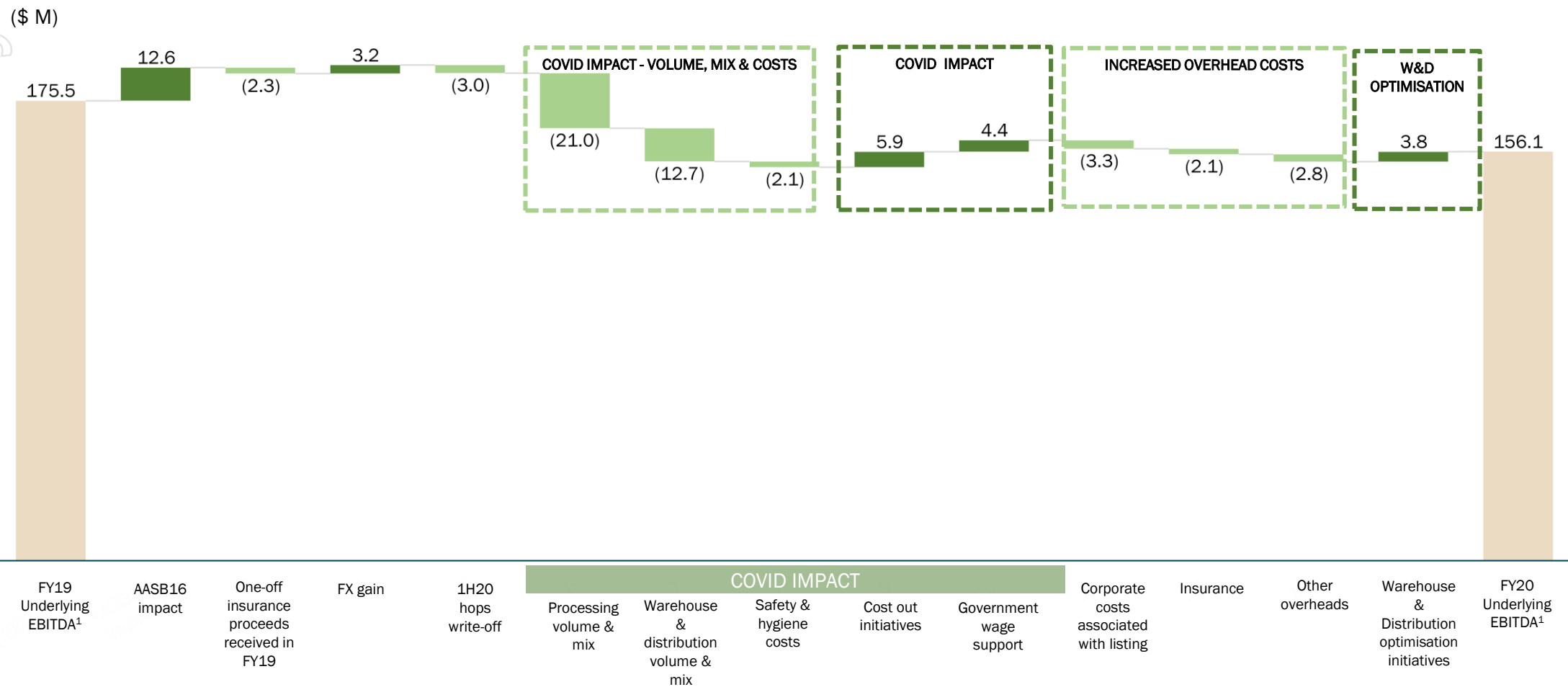
	Post AASB 16			Pre AASB 16 <sup>1</sup>		
\$m	FY19	FY20	Change %	FY19	FY20	Change %
Revenue	1,316.5	1,289.1	-2.1%	1,316.5	1,289.1	-2.1%
Underlying EBITDA <sup>2</sup>	175.5	156.1	-11.1%	175.5	143.5	-18.2%
Underlying EBIT <sup>3</sup>	123.2	92.0	-25.3%	123.2	91.9	-25.4%
Net finance cost	(9.7) <sup>4</sup>	(14.6)	-51.2%	(9.7) <sup>4</sup>	(12.0)	-24.6%
Tax expense	(27.7) <sup>5</sup>	(20.0)	27.8%	(27.7) <sup>5</sup>	(20.0)	27.8%
Underlying NPAT <sup>6</sup>	85.8 <sup>7</sup>	57.4	-33.1%	85.8 <sup>7</sup>	59.8	-30.3%
EPS (cps)	22.4	16.8	-25.0%			
DPS (cps)	na	3.9	-			

1. FY20 numbers have been adjusted to remove the effect of AASB 16 which came into effect on 1 October 2019.  
 2. Underlying EBITDA is earnings before interest, tax, depreciation and amortisation, and excluding material non-recurring items related to the demerger.  
 3. Underlying EBIT is earnings before interest, tax, and excluding material non-recurring items related to the demerger.  
 4. Net financing cost in FY19 excludes intercompany interest of \$26.8m, whilst a subsidiary of GrainCorp Limited  
 5. Tax expense in FY19 has not been adjusted for the exclusion of intercompany interest of \$26.8m, whilst a subsidiary of GrainCorp Limited  
 6. Underlying NPAT is net profit after tax, and excluding material non-recurring items related to the demerger.  
 7. Excludes intercompany interest expense of \$26.8m in FY19



# Earnings waterfall

COVID MATERIALLY IMPACTING THE 2H, PARTIALLY OFFSET BY SHORT TERM COST OUT INITIATIVES



1. Underlying EBITDA is earnings before interest, tax, depreciation and amortisation, and excluding material non-recurring items related to the demerger.

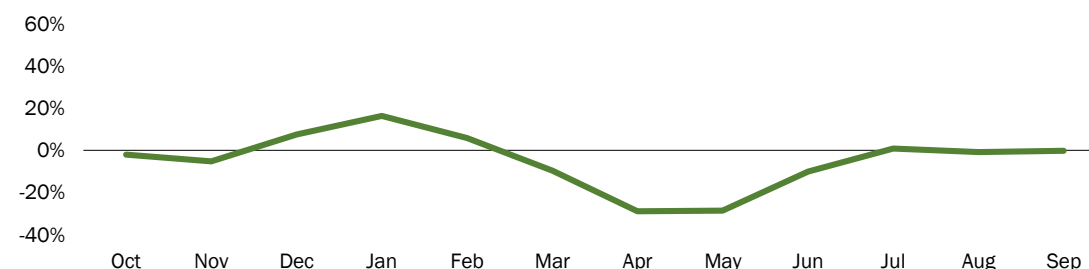
# Processing segment

## Pre AASB16 Basis

\$m	FY19 <sup>3</sup>	FY20	Change %
Revenue <sup>1</sup>	1,001.4	989.4	-1.2%
Underlying EBITDA <sup>2</sup>	136.7	119.7	-12.5%
EBITDA Margin %	13.7%	12.1%	-1.6%
Capital Expenditure	37.2	54.2	45.7%
Segment Assets	1,312.2	1,336.0	1.8%
Return on Segment Assets %	10.4%	9.0%	-1.5%

- EBITDA declined by 12.5% as a result of the impact of COVID in key markets in the 2H
- Margin impacted by:
  - Change in product mix
  - Increased costs associated with hygiene and social distancing
  - Lower cost recovery associated with operating at reduced utilisation
  - Increased supply chain costs – delayed containers and higher freight costs – attributed to COVID
  - Increased corporate cost allocation

2020 Processing Sales volume as % of 2019



1. Revenue includes intersegment sales of \$29.2m in FY20 and \$34.7m in FY19.

2. Underlying EBITDA is earnings before interest, tax, depreciation and amortisation, and excluding material non-recurring items related to the demerger. The impact of AASB 16 Leases, which came into effect 1 October 2019 is excluded. The impact of AASB16 on FY20 Underlying EBITDA is an additional \$6.3m.

3. Excludes proportional allocation of \$14.9m additional annual standalone listed entity corporate costs as described in the demerger scheme booklet.

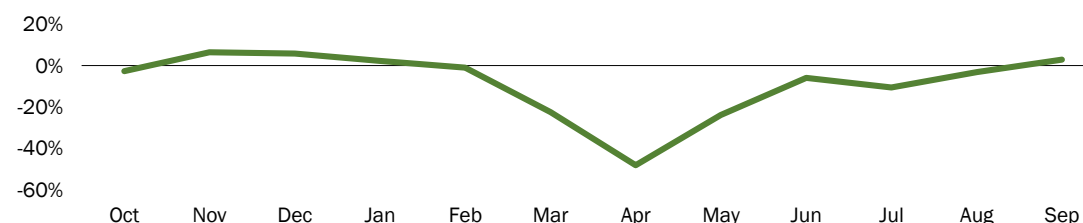
# Warehouse & Distribution segment

## Pre AASB16 Basis

\$m	FY19 <sup>2</sup>	FY20	Change
Revenue	349.8	328.9	-6.0%
Underlying EBITDA <sup>1</sup>	38.8	28.3	-27.0%
EBITDA Margin %	11.1%	8.6%	-2.5%
Capital Expenditure	10.5	5.3	-49.5%
Segment Assets	253.7	272.4	7.4%
Return on Segment Assets %	15.3%	10.4%	-4.9%

- EBITDA declined by 27.0% due to reduced volumes caused by COVID restrictions and stay home orders that commenced in March – impacting more significantly those craft brewers only servicing the on-premise consumption market e.g. brew pubs
- Margin impacted by change in product mix and lower cost recovery associated with operating at reduced volumes
- 1H20 \$3 million aged hops inventory write off
- Benefiting from optimisation program and freight initiatives driving lower costs
- Customer dispatch recovering after low point in April

2020 daily dispatch as % of 2019



1. Underlying EBITDA is earnings before interest, tax, depreciation and amortisation, and excluding material non-recurring items related to the demerger. The impact of AASB 16 Leases, which came into effect 1 October 2019 is excluded. The impact of AASB16 on FY20 Underlying EBITDA is an additional \$6.3m.
2. Excludes proportional allocation of \$14.9m additional annual standalone listed entity corporate costs as described in the demerger scheme booklet.

# Capital expenditure

CONTINUED TO DELIVER AND PROGRESS STRATEGIC OBJECTIVES BY INVESTING IN OUR ASSETS TO CREATE BEST IN CLASS OPERATIONS, ENHANCING OUR CUSTOMER EXPERIENCE

\$m	FY19	FY20
Scottish Distilling Expansion	4.8	28.9
Other Growth	15.7	7.8
<b>Total Growth Capital Expenditure</b>	<b>20.5</b>	<b>36.7</b>
<b>Total Stay in Business/Safety Capital Expenditure</b>	<b>27.2</b>	<b>22.9</b>
<b>Total Capital Expenditure</b>	<b>47.7</b>	<b>59.6</b>

Key capital expenditure initiatives	
Scottish Distilling Expansion	<ul style="list-style-type: none"> <li>£51m investment in United Malt's Scottish malting facilities, increasing capacity by 79ktpa across an upgrade and expansion of the Arbroath facility (22ktpa) and a new malting plant at Inverness (57ktpa)</li> <li>2H spend ~\$12m below expectation due to COVID delays on Arbroath and timing of spend on Inverness</li> <li>Remains on track to complete by end of CY2021<sup>1</sup></li> </ul>
Other Growth	<ul style="list-style-type: none"> <li>The North American warehouse build-out has now been completed with the Chicago warehouse operational</li> <li>Focus is on optimising the warehouse and distribution network efficiencies to respond to the changing product needs and buying preferences of craft customers supported by technology solutions</li> </ul>
Stay in Business	<ul style="list-style-type: none"> <li>Slightly below expectations due to timing and social distancing requirement related to COVID</li> </ul>

1. Timing of the completion of Scottish facilities investments remains subject to government restrictions.

# Key balance sheet indicators

## STRONG BALANCE SHEET MAINTAINED

\$m	30 Sep 19	31 Mar 20	30 Sep 20
<b>Inventories</b>	<b>347.9</b>	<b>363.5</b>	<b>318.5</b>
<b>Trade and other receivables</b>	<b>245.5</b>	<b>264.7</b>	<b>245.4</b>
<b>Trade and other payables</b>	<b>(170.7)</b>	<b>(138.6)</b>	<b>(178.4)</b>
<b>Net working capital</b>	<b>422.7</b>	<b>489.6</b>	<b>385.5</b>
<b>Interest bearing liabilities</b>	<b>402.8<sup>1</sup></b>	<b>591.0</b>	<b>455.4</b>
<b>Capital leases</b>	<b>-<sup>2</sup></b>	<b>89.5</b>	<b>68.4</b>
<b>Cash and cash equivalents</b>	<b>(181.4)</b>	<b>(96.4)</b>	<b>(262.1)</b>
<b>Net debt</b>	<b>221.4</b>	<b>584.1</b>	<b>261.7</b>

- Inventory down reflecting lower inventory volumes
- Lower trade receivables balances due to lower sales in 2H
- COVID-19 has not negatively impacted our doubtful debts
- Lower working capital reflecting typical seasonal unwinding vs 1H and lower barley prices
- Net debt / Underlying EBITDA 1.7x<sup>3</sup> at 30 September 2020 (vs 3.3x at 30 March 2020)
  - Gearing ratio below target range due to seasonally lower working capital level at 30 September 2020
  - Anticipate being within target range of 2.0x to 2.5x by 1H21, first covenant test at 31 March 2021
  - 1H20 elevated net debt position driven by higher inventory funding and currency fluctuations
- No significant near-term refinancing commitments with long-term debt facilities not maturing until November 2022
- Customary annual refinancing of inventory and working capital facilities completed in November 2020

1. Interest bearing liabilities excludes intercompany debt (whilst part of GrainCorp)  
 2. No capital leases prior to the adoption of AASB16.  
 3. Based on Underlying EBITDA and net debt inclusive of finance lease commitment.



# Operating cash flows

REMAIN OPERATING CASH FLOW POSITIVE

\$m	FY19	FY20
<b>EBITDA</b>	<b>175.5</b>	<b>156.1</b>
Change in working capital	(27.7)	37.2
Repayment on Inventory funding	(20.0)	(32.9)
Interest paid	(20.9)	(13.3)
Tax paid	(23.8)	(13.5)
Significant items <sup>1</sup>	(2.1)	(11.8)
AASB16	-	(12.6)
Other items	12.0	(7.5)
<b>Net operating cash flow</b>	<b>93.0</b>	<b>101.7</b>
Cash conversion	53%	65%

- Remain operating cash flow positive
- Lower working capital reflecting typical seasonal unwinding vs 1H and lower barley prices
- Lower interest paid due to debt restructure including debt forgiveness (FY19 internal interest payment of \$9.4m whilst part of GrainCorp), and partially paid down inventory funding commitments as part of the capital raise use of fund
- Tax paid lower due to lower earnings and timing of payments
- Other items include derivative mark to market, movement in provisions and share based payment

1. Significant items relate to expenses incurred to execute the demerger from GrainCorp Limited.





## **Executing strategy & outlook assumptions**

# Scottish distilling expansion



## DRIVE PENETRATION IN THE DISTILLING MARKET

Re-Cap	
<div><div>Arbroath</div></div> <div><div>Inverness</div></div>	
Description	<ul style="list-style-type: none"><li>79kt expansion of Scottish malting facilities<ul style="list-style-type: none"><li>Upgrade and expansion of Arbroath (22ktpa)</li><li>New malting plant at Inverness (57ktpa)</li><li>Brings Bairds Malt's total capacity to &gt;300ktpa</li></ul></li></ul>
Timing & Cost	<ul style="list-style-type: none"><li>Commissioning planned for December 2021<sup>1</sup>; ~GBP51m</li></ul>
Rationale	<ul style="list-style-type: none"><li>Strong demand for malt from Scottish distillers underpinned by global demand for aged whisky</li><li>Scottish malting facilities are strategically positioned in close proximity to key customers and high quality barley</li></ul>
Key highlights	<ul style="list-style-type: none"><li>New capacity underpinned by LTAs with key distilling customers</li><li>Reduced production cost per tonne</li></ul>

Update
<ul style="list-style-type: none"><li>All works recommenced in August after Scottish Government closure of all non-essential construction due to COVID</li><li>Arbroath<ul style="list-style-type: none"><li>Steel work progressing and mechanical and electrical packages underway</li><li>Commissioning planned for early December to facilitate full production capability from January 2021<sup>1</sup></li></ul></li><li>Inverness<ul style="list-style-type: none"><li>Piling is progressing well and equipment has arrived on site</li><li>Construction of the facilities commenced in November</li><li>Commissioning as planned for December 2021<sup>1</sup></li></ul></li></ul>

1. Timing of the completion of Scottish facilities investments remains subject to government restrictions.

# FY21 strategic priorities summary

## EXECUTING OUR KEY GROWTH INITIATIVES

Strategic Priority		FY21 Focus
Optimise the core	Be the supplier of choice for our customers	<ul style="list-style-type: none"> <li>Focused on supporting our customers through the continued disruption of COVID</li> </ul>
	Expand craft distribution business into new geographies	<ul style="list-style-type: none"> <li>Entered into in principle expanded distribution agreement with existing Mexican distribution partner to further grow United Malt's penetration of the Mexican market</li> <li>Expect to have added two additional warehouse sites in Mexico by end of calendar 2022</li> <li>Will provide on the ground access to the growing craft market, enhanced customer experience, and more efficient logistics, enabling United Malt to have better oversight and control over our brands</li> </ul>
	Drive penetration in the distilling market	<ul style="list-style-type: none"> <li>Deliver Scottish distilling expansion, with an additional 79,000t of production capacity on line by end CY2021<sup>1</sup></li> </ul>
Transform for tomorrow	Proactively use technology to transform the way we operate and create new sources of value	<ul style="list-style-type: none"> <li>Focus on improving our ease of doing business within the Warehouse and Distribution segment. CRM implemented and new Transport Management System go live in December</li> <li>Assessing new ERP and technology capabilities</li> </ul>
	Investment in our assets, to create best in class operations, enhancing our customer experience	<ul style="list-style-type: none"> <li>Replacement of Perth kiln providing safety and efficiency benefits</li> <li>Opportunity to add capacity in Perth with further capital investment</li> </ul>
Create new value	Develop innovative products and solutions for our customers	<ul style="list-style-type: none"> <li>Enhancing hard seltzer ingredient offering through the Warehouse &amp; Distribution segment</li> </ul>
	Proactively assess acquisitive growth opportunities	<ul style="list-style-type: none"> <li>Continue to take a disciplined approach to evaluating acquisitive growth opportunities to extend our geographic reach, product offering and /or customer base, creating value</li> </ul>

1. Timing of the completion of Scottish facilities investments remains subject to government restrictions.

# Market observations

CONDITIONS ARE LIKELY TO REMAIN CHALLENGING, ESPECIALLY GIVEN THE UNCERTAINTY CAUSED BY THE WORLDWIDE IMPACT OF COVID AND THE UNCERTAIN SPEED OF THE GLOBAL ECONOMIC RECOVERY

## Observations

Market context	<ul style="list-style-type: none"><li>• Larger brewers' access to packaging, wide distribution networks and strong balance sheets provide a competitive advantage</li><li>• No significant closure of craft brewers seen, with on-premise sales being more resilient than initially expected. Brewers pivoting to digital ordering, pick-up and delivery, outdoor seating, and product innovation</li><li>• Brewers both large and small are streaming products to gain efficiencies on cost and labour</li></ul>
By Region	
North America	<ul style="list-style-type: none"><li>• ~20% of US beer volume is via the on-premise channel, while ~40% of craft volume is on-premise<sup>1</sup> via smaller operators focused on tap room sales</li><li>• 2H benefited from outdoors drinking and dining capacity over the summer</li></ul>
The UK	<ul style="list-style-type: none"><li>• Second wave of infection being experienced, 'firebreak' lockdown underway and tier system of restrictions in place</li><li>• Distilling continuing uninterrupted, focused on the long term of laying down spirits</li><li>• Continue to see ripple effect of beer consumption with the lock down, customers with packaging capability are navigating through with less impact</li></ul>
Australasia	<ul style="list-style-type: none"><li>• Benefiting from lockdowns earlier and followed more advanced and stricter test, track and trace protocols. Will see a more rapid return to some semblance of normality</li><li>• Coming into summer months, and relaxing COVID restriction positions us well</li></ul>
Asia	<ul style="list-style-type: none"><li>• Continued supply chain disruption, with container availability remaining an issue</li><li>• Mobility restrictions for retail and recreation impact on-premise consumption, which is a significant proportion of consumption</li><li>• China is a small market for United Malt, focus is on the premium and quality supplied malt</li></ul>

1. Rabobank, October 2020



# FY21 outlook assumptions

REMAIN CAUTIOUS ON THE NEAR-TERM OUTLOOK GIVEN THE UNCERTAINTY THAT REMAINS AROUND THE PACE OF RECOVERY

## Key assumption and inputs for FY21 outlook

- COVID restrictions remain throughout FY21
- Volume to remain subdued, until restrictions on social gatherings are lifted and a return to mass gatherings, including sporting events, concerts and travel
  - Consumers likely to remain cautious on returning to public venues and ceasing of government stimulus resulting in lower discretionary spending – continuing to impact on-premise sales
- Focus on closely managing our customer relationships as we work together to navigate the uncertainty of COVID
  - continuation of product mix changes, with higher level of base malt usage
- FY21 will include a full year of corporate costs, including higher insurance costs inclusive of D&O. Uplift to \$12m in FY21 anticipated
- Operational cost discipline, in response to ongoing COVID disruption throughout FY21

# Summary

## MANAGING SHORT TERM CHALLENGES WHILST REMAINING WELL POSITIONED FOR LONG TERM GROWTH

- FY20 result reflects robust performance of our operations and customer relationships, despite the significant impact of COVID
- We remain profitable, cash flow positive and retain a strong balance sheet to withstand the duration of COVID and any broader macroeconomic weakness, which we expect to continue throughout FY21
- While signs of recovery have emerged in some of our markets, we remain prepared for the evolving impact of COVID, and the potential for second and third waves, which could continue to disrupt demand, supply chains and operations
- Volume presently at ~90% of pre COVID levels
- We remain well placed to return to growth, once conditions stabilise and are supported by:
  - Our strong market positions, strategically located malting assets and our market leading distribution platform, that is well positioned to service customers' ingredient requirements
  - High quality customer base diversified by product, end-market and geography
  - Disciplined investment in our assets to lower production costs, enhance efficiencies and expand capacity where necessary - as we continue to focus on targeting those high value markets



# Appendices

# FY21 Key Assumptions

Area	Assumption
Customer inventory	<ul style="list-style-type: none"> <li>Assume no significant customer restocking occurring in FY21</li> </ul>
Volume	<ul style="list-style-type: none"> <li>Continue to track below pre-COVID levels. Currently at ~90% of FY19</li> </ul>
Depreciation & Amortisation	<ul style="list-style-type: none"> <li>Inline with FY20</li> </ul>
Interest costs	<ul style="list-style-type: none"> <li>Inline with FY20</li> </ul>
Tax rate	<ul style="list-style-type: none"> <li>~23-25% on assumption of no change in geographic mix of business, and no change to US tax rate</li> </ul>
Working capital	<ul style="list-style-type: none"> <li>Anticipate 1H seasonal increase in working capital between ~\$20-\$60m</li> </ul>
Capex	<ul style="list-style-type: none"> <li>Expected to be ~\$120m. Stay in business capex in the range of ~\$25-30m, carry forward of Scottish distilling expansion spend from 2H20 of ~\$9m and ~\$10-\$15m on projects focused on asset optimisation and sustainability efforts including engineering and design</li> </ul>
Corporate costs	<ul style="list-style-type: none"> <li>Expected to be ~\$12m, includes sizable increase in insurance cost</li> </ul>

# FY20 AASB 16 reconciliation

\$m	Statutory Result	AASB16 adjustment	Pre AASB16
<b>EBITDA</b>	<b>156.1</b>	<b>12.6</b>	<b>143.5</b>
Processing	126.0	6.3	119.7
Warehouse & Distribution	34.6	6.3	28.3
Corporate	(4.5)		(4.5)
<b>Depreciation &amp; Amortisation</b>	<b>64.1</b>	<b>(12.5)</b>	<b>51.6</b>
Processing	53.5	(6.4)	47.1
Warehouse & Distribution	10.6	(6.1)	4.5
Corporate	-	-	-
<b>Interest</b>	<b>14.6</b>	<b>(2.6)</b>	<b>12.0</b>
Processing	-	-	-
Warehouse & Distribution	-	-	-
Corporate	14.6	(2.6)	12.0



# Earnings in constant currency

Post AASB16	First Half					Second Half					Full Year				
\$m	1H19	1H20	Change %	1H20 Constant Currency	Change %	2H19	2H20	Change %	2H20 Constant Currency	Change %	FY19	FY20	Change %	FY20 Constant Currency	Change %
Revenue	609.5	664.6	9.1%	630.6	3.5%	707.0	624.5	-11.7%	625.6	-11.5%	1,316.5	1,289.1	-2.1%	1,256.3	-4.6%
Underlying EBITDA <sup>1</sup>	72.7	77.9	7.1%	73.8	1.5%	102.8	78.2	-23.9%	79.1	-23.0%	175.5	156.1	-11.1%	152.9	-12.9%
Underlying EBIT <sup>2</sup>	47.2	45.6	-3.5%	43.0	-9.0%	75.9	46.4	-38.9%	47.4	-37.5%	123.2	92.0	-25.3%	90.4	-26.6%
Net finance cost <sup>4</sup>	5.1	8.0	57.8%	7.2	41.9%	4.5	6.5	43.0%	6.4	41.1%	9.7	14.6	51.2%	13.7	41.5%
Tax expense	8.4	9.2	8.7%	8.6	2.2%	19.3	10.8	-44.0%	11.0	-42.8%	27.7	20.0	-27.9%	19.7	-29.1%
Underlying NPAT <sup>3</sup>	33.7	28.4	-15.9%	27.2	-19.5%	52.1	29.1	-44.2%	30.0	-42.5%	85.8	57.4	-33.1%	57.1	-33.4%

1. Underlying EBITDA is earnings before interest, tax, depreciation and amortisation, and excluding material non-recurring items related to the demerger.

2. Underlying EBIT is earnings before interest, tax, and excluding material non-recurring items related to the demerger.

3. Underlying NPAT is net profit after tax, and excluding material non-recurring items related to the demerger.

4. Net financing cost in FY19 excludes intercompany interest of \$26.8m, whilst a subsidiary of GrainCorp Limited.

# Segment results in constant currency

Processing – Pre AASB16	First Half					Second Half					Full Year				
\$m	FY19	FY20 <sup>4</sup>	Change %	FY20 <sup>4</sup> Constant Currency	Change %	2H19	2H20 <sup>4</sup>	Change %	2H20 <sup>4</sup> Constant Currency	Change %	FY19	FY20 <sup>4</sup>	Change %	FY20 <sup>4</sup> Constant Currency	Change %
Revenue <sup>1</sup>	462.5	511.4	10.6%	486.6	-4.9%	538.9	478.0	-11.3%	478.9	12.5%	1,001.4	989.4	-1.2%	965.5	3.7%
Underlying EBITDA <sup>2</sup>	55.2	59.0	7.0%	55.7	-0.9%	81.5	60.6	-25.6%	61.4	32.9%	136.7	119.7	-12.5%	117.1	16.8%
EBITDA Margin %	11.9%	11.5%	-0.4%	11.4%	-0.5%	15.1%	12.7%	-2.4%	12.8%	-2.3%	13.7%	12.1%	-1.6%	12.1%	-1.5%
Depreciation & Amortisation	23.8	24.0	1.0%	22.8	4.3%	24.9	23.0	-7.5%	23.0	8.4%	48.7	47.1	-3.3%	45.8	6.3%
Underlying EBIT <sup>3</sup>	31.4	34.9	11.3%	32.8	-4.3%	56.6	37.5	-33.7%	38.3	47.7%	88.0	72.5	-17.6%	71.1	23.7%

Warehouse & Distribution – Pre AASB16	First Half					Second Half					Full Year				
\$m	1H19	1H20 <sup>4</sup>	Change %	1H20 <sup>3</sup> Constant Currency	Change %	2H19	2HY20 <sup>4</sup>	Change %	2H20 <sup>4</sup> Constant Currency	Change %	FY19	FY20 <sup>4</sup>	Change %	FY20 <sup>4</sup> Constant Currency	Change %
Revenue	164.2	168.7	2.7%	159.5	3.0%	185.6	160.2	-13.7%	160.5	15.6%	349.8	328.9	-6.0%	320.0	9.3%
Underlying EBITDA <sup>2</sup>	17.5	13.0	-25.9%	12.2	43.3%	21.3	15.3	-28.0%	15.5	37.1%	38.8	28.3	-27.1%	27.7	39.8%
EBITDA Margin %	10.7%	7.7%	-3.0%	7.7%	-3.0%	11.5%	9.5%	-1.9%	9.7%	-1.8%	11.1%	8.6%	-2.5%	8.7%	-2.4%
Depreciation & Amortisation	1.7	2.2	27.0%	1.9	-8.0%	1.9	2.4	21.7%	2.3	-16.8%	3.6	4.5	25.0%	4.2	-12.9%
Underlying EBIT <sup>3</sup>	15.8	10.8	-32.0%	10.3	53.4%	19.3	13.4	-30.8%	13.2	42.0%	35.2	23.8	-32.4%	23.5	46.9%

1. Revenue includes intersegment sales of \$29.2m in FY20 and \$34.7m in FY19.

2. Underlying EBITDA is earnings before interest, tax, depreciation and amortisation, and excluding material non-recurring items related to the demerger.

3. Underlying EBIT is earnings before interest, tax, and excluding material non-recurring items related to the demerger.

4. FY20 numbers have been adjusted to remove the effect of AASB 16 which came into effect on 1 October 2019

# Balance sheet items in constant currency

\$m	FY19	FY20	Change %	FY20 Constant Currency	Change %
Inventory	347.9	318.5	-8.4%	329.2	5.7%
Trade & other receivables	245.5	245.4	0.0%	235.0	4.4%
Trade & Other payables	(170.6)	(178.4)	4.6%	(182.6)	-6.6%
Net working capital	422.8	385.4	-8.8%	381.6	10.8%
Interest bearing liabilities	(402.7) <sup>1</sup>	(455.4)	13.1%	(458.5)	-12.2%
Finance leases	- <sup>2</sup>	(68.4)	-	(72.0)	-
Cash & Cash equivalents	181.4	262.1	44.5%	268.8	-32.5%
Net debt	(221.3)	(261.7)	18.3%	(261.7)	-15.4%

1. Interest bearing liabilities excludes intercompany debt (whilst part of GrainCorp)

2. No capital leases prior to the adoption of AASB16